

MiScorecard Performance Summary								
Business Unit:	Department of Treasury	Green	>90% of target					
Executive/Director Name:	Andy Dillon	Yellow	≥ 75% - 90% of target					
Reporting Period:	Aug 2013	Red	<75% of target					
Date Approved:	9/24/2013	Scorecard Status	Final					
	Metric	Status	Progress	Target	Current	Previous	Frequency	Metric Definition
Customer/Constituent								
C-1	Speed of Answering Telephones-Customer Service	Green		9.0	7.4	9.2	Monthly	Improve overall customer satisfaction by providing timely response to customer phone calls, measured in average time in minutes spent on hold before speaking with a Treasury Customer Service Representative
C-2	Written Correspondence Resolution Time	Red		90%	45%	62%	Monthly	Tracks the progress in providing timely and efficient customer communication. This measures the percentage of Individual Income Tax correspondence for which Treasury generates a resolution within 90 days.
C-3	Days to process error free E-filed individual income tax return.	Green		7.00	4.43	5.62	Monthly	Maintain customer satisfaction by ensuring timely processing of tax returns
C-4	Percentage of Self Service Contacts	Green		85%	85%	88%	FY Annually	To ensure taxpayers are utilizing web based services. This measure is an indicator of how many taxpayers use the web services provided by Treasury.
C-5	Telephone Call Quality Assurance Measures- Office of Collections.	Green		100.0%	92.5%	93.0%	Monthly	To provide quality information and customer service on telephone calls. Staff are measured on several key criteria which helps determine where overall training may be needed to ensure a high quality of service.
C-6	Number of Material Security Breaches	Green	=	0	0	0	Monthly	Maintain and protect confidential information obtained through departmental programs.
C-7	Timely Assistance to Local Units of Government	Green	=	100%	100%	100%	Quarterly	Percent of times that contact is made within 48 hours of receiving a request for assistance (excluding weekends and holidays)
Internal Business Process								
P-1	Tax Exemption Certificates Processed			N/A	631	945	CY Annually	The State Tax Commission reviews and processes applications for exemption certificates primarily for businesses to promote economic development. This metric measures the number of certificates processed.
P-1.1	Percent of Tax Exemption Certificates Processed	Green	=	100%	100% January 2013	100%	CY Annually	This metric measures the percent of tax exemption certificates that are processed each year.
P-2	Deficit Elimination Plan Timely Review	Green		100%	98% 06/30/2013	100%	Quarterly	Timely turnaround of deficit elimination plans (DEP) is a necessary step to ensure that local units of government address financial problems. Percentage of plans reviewed within 30 days.
P-3	Inspections of Tobacco Retailers	Green		470	1070	n/a	Quarterly	This measures the number of administrative inspections of tobacco retailers and licensees by Michigan State Police and Department of Treasury enforcement personnel each quarter.
P-4	IT Projets on Time and Within Budget	Green		85%	93%	81%	Quarterly	Track IT projects with respect to budget and completion time to ensure the Department meets legal/statutory requirements.
P-5	Percentage of DISCOVERY project letters sent YTD compared to letters sent LYTD ¹	Green		80%	139%	158%	Quarterly	Number of inquiry letters sent affects Discovery project results. Green is 80% or higher, yellow is 75% to 80%, and red is anything less than 75%.
Financial								
F-1	Accurate Revenue Estimating.	Red		3.0%	4.0%	5.2%	CY Annually	Estimate revenues within 3% of actual. The accuracy of the metric impacts the state budget process.
F-2	Principal Residence Exemption Audit Revenue Assessed	Green		\$15 M	\$27 M December 2012	\$23.9 M	CY Annually	Ensure only eligible properties are given the exemption, revenues to the School Aid Fund can be maximized and fairness across taxpayers ensured. This metric measures the annual dollars recovered.
F-3	State Credit Rating	Yellow		AAA	AA	AA-	FY Annually	Ensure the state receives the best credit rating possible. A better credit rating allows the state to borrow money at the most competitive rates available. Ensures the financial position of the state provides a climate for business investment and citizen confidence.
F-4	Quarterly rolling 1 year average return on MPSERS pension investments	Green		8.0%	12.2%	10.4%	Quarterly	Actual investment rate of return on pension fund assets for the Michigan Public School Employee Retirement System.
F-4.1	Quarterly rolling 5 year average return on MPSERS pension investments	Red		8.0%	4.6%	4.2%	Quarterly	Actual investment rate of return on pension fund assets for the Michigan Public School Employee Retirement System
F-5	School Districts Serviced Under State Aid Note	Green		300	289	313	FY Annually	Provides access to short term loans for school districts. This metric goal is to reduce the number of school districts that need access to short term loans.
F-6	Tax Audits Completed	Green		550	563	534	Quarterly	Tax audits ensure that tax revenues due and owing to the state are collected.
Learning and Growth								
L-1	Improve Internal Communication Through Web	Green	=	100%	100%	100%	Monthly	Regularly update the Treasury Intranet home page to ensure staff have access to current information. This measures the percentage of time the web is updated at least monthly.
L-2	Employee Landscape, Percent of Champions	Yellow		53%	43% June 2012	n/a	CY Annually	This is a measure of the percent of champions in the department as determined by the employee engagement survey. Champions are defined as highly engaged employees who intend to stay working for the state of Michigan for at least another 12 months.

¹ The status color for this metric reflects breaking points at 75% to 80% of the established target value.